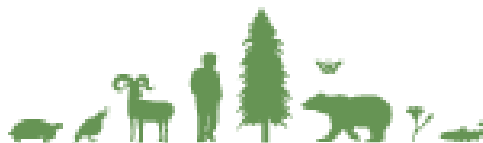




Meeting Proceedings: Workshop to Align Agency Conservation Plans, Policies and Programs

October 25-26, 2012

University of California, Davis



California Biodiversity Council

Workshop Proceedings

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Please note: This summary reflects the discussion and input of workshop participants as captured by the facilitation team, and not necessarily those of the California Biodiversity Council or its Board members.

Workshop Proceedings – Day 1

Welcome, Introductions and Agenda Review

Armand Gonzales, Special Advisor to the California Department of Fish and Game (DFG), began his comments by extending appreciation to the Design Team for putting together the two-day workshop. This session builds on years of discussion on brainstorming better ways to protect resources in California. For years, agencies have been aware of the need for better approaches. Collectively, everyone will need to align and work together to address the challenges that exist.

Joe Stringer expressed his thanks to the CBC and workshop participants for dedicating two days to discussing agency alignment. As Director for Ecosystem Planning for the US Forest Service (USFS) Regional Office, Mr. Stringer oversees long-term management planning for the eighteen National Forests in the State. The new USFS planning rule emphasizes best science, collaboration and looking across landscapes and jurisdictions. He noted that author Wallace Stegner advocated the use of watersheds to establish political boundaries for westward expansion. California has been well-served when agencies cooperate on different issues. The CBC is looking to workshop participants to help the State move forward on integrating ecological, economic and social elements to better preserve landscapes and resources.

The workshop was facilitated by Lisa Beutler, MWH America. Ms. Buetler reviewed the agenda, workbook and groundrules for the session. Participants were encouraged to openly share their ideas and perspectives. It was noted that agreement was not required for the group's work. Introductions were made around the room. A total of 73 participants engaged in the two-day workshop.

Opening Remarks – Background

Jim Kenna, CBC Co-Chair and State Director of the Bureau of Land Management (BLM), provided an overview of the CBC and the work that resulted in the workshop. Created in 1991, the CBC is a state-led inter-agency initiative to improve communication and collaboration for resource management. Currently comprised of 42 members, representation encompasses all levels of government and a broad range of perspectives. The resulting discussions stretch across landscapes and are inherently larger in scale. The complexity of multiple jurisdictions, land ownership and perspectives generates many moving pieces – which require a prioritized focus on elements that are most important to the larger system and taking action for positive outcomes. It is essential to think about the end goals and how to attain them, while looking at a larger context. On behalf of the other co-chair, John Laird, Secretary for Natural Resources, Mr. Kenna thanked participants for taking time on this important topic. He noted that this was the right group, at the right time.

Wade Crowfoot, Deputy Director for the Office of Planning and Research (OPR), expressed his hope of breathing life into the buzz words of alignment, coordination and effectiveness. The workshop is both timely and critical in meeting the Brown administration's goals. Mr. Crowfoot

explained that OPR serves as the Governor's environmental policy office, as well as the state's planning office. With the current fiscal trend, the state is required to do more – with less. Currently, OPR is focused on the following priorities:

- Renewable energy development – where the Desert Renewable Energy Conservation Plan (Desert Renewable ECP) is focusing on alignment to create a master energy plan for southern California
- High-speed rail – which requires new approaches for mitigation and land use planning, to address the project's scale and complexity
- Water conveyance – which will need alignment to prevent sacrificing habitat in meeting water supply objectives
- Climate change – where complex and unprecedented changes present challenges for biodiversity
- Environmental Goals and Policy Report (EGPR) – which is statutorily required every four years. While few governors have met this requirement, Jerry Brown submitted one in his first administration. Rather than provide a list of goals and strategies, the EGPR will focus on describing environmental priorities, measuring environmental progress in the state and discussing how to reframe and align goals. OPR is looking to leverage existing activities for the public engagement phase beginning in 2013.

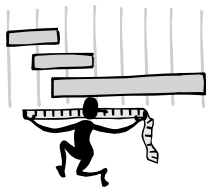
Questions, Comments



When asked about the ***effect of the EGPR***, both Wade Crowfoot and Debbie Davis, OPR, responded that the report serves as a coordinated and strategic plan for the state. Agencies are encouraged to contact OPR and help develop a strategic environmental plan that all agencies can stand behind. The EGPR also informs functional plans, such as the five-year infrastructure plan, and General Plan guidelines and technical memos.

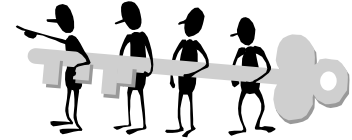


There was encouragement for engaging and ***collaborating with the private sector***, since 50% of the land base is privately owned. Mr. Kenna agreed that conservation efforts require the involvement of private lands. In the Lost Coast area, BLM is funding efforts by non-profit organizations (non-profits) to improve instream habitat for Coho salmon. In the Kings Range, there is a private-federal partnership to engage private land owners in improving upper watershed conditions.



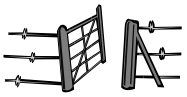
Restoration of ecosystem services requires ***long-term and extensive monitoring***, which is currently not in place. When asked how that could be developed, Mr. Kenna replied that the Desert Renewable ECP is using state and federal data to create a unified assessment – and looking at the availability of long-term data. Mr. Crowfoot remarked that, in some cases, decision-makers are not aware of the data that is available. A project, with Oregon and Washington, sought to inform infrastructure decisions with climate change research. California has the best scaled-down research on impacts that can inform agencies. There's currently not a close conversation regarding that.

Panel Discussion

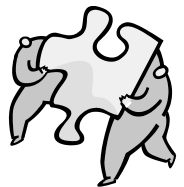


Jim Kenna served as the moderator for a series of questions to agency leaders. The panelists were asked to discuss several aspects relating to alignment and coordination: trends and issues, best practices/areas for improvement, and desired outcome for the workshop.

Barnie Gyant, USFS Deputy Regional Forester, threaded back to some previous comments and noted the importance of this dialog and the need to involve private lands. The BLM and USFS have partnered on many projects. If every upper watershed restoration project was completed, the work would be for nothing if the habitat was not accessible and fish could not reach those areas. Resource conditions know no boundaries. Climate change, population growth, listed species, water flow, smoke dispersion, wildlife movement, insects and disease, and invasive species are challenges facing private and public entities, who will have to work together to address these issues. It can be daunting, especially when taking these on alone. Working together, bringing younger people to the table and prioritizing conservation efforts will be essential considerations for success.



Kevin Hunting, DFG Chief Deputy Director, referred back to several of the issues already raised – specifically agencies working in isolation, and research and data. As the state wildlife agency, the role of DFG is to: engage in high value, highly leveraged conservation planning efforts; share expertise with agencies and the public through high quality data, information and policies; and encourage collaborative conservation planning. Regarding trends, Mr. Hunting highlighted that conservation efforts are becoming more robust and sophisticated, and supported by targeted state-policy signals. Conservation planning must monitor and embrace change at landscape levels and at the policy and funding level. He noted that fully integrated conservation planning efforts are most successful, and that more work is needed to establish a shared platform of fundamental conservation planning goals and objectives. Also, targeted research is needed to inform larger-scale conservation efforts. It was suggested that a process to vet maps and data, within and across agencies, is one way to increase integration. Kevin’s desire is for institutionalized collaboration that results in fully integrated and scaleable conservation planning that supports ecological functions and intact processes.



Mark Nechodom, Director of the Department of Conservation (DOC), has been involved with the CBC since its inception. He observed that much has happened in the area of integration and alignment – building on more than 20 years of discussion. The current fiscal constraints provide an opportunity for innovation and collaboration. In the words of Winston Churchill, “We are out of money, it is time to think.” It is time to think carefully about conservation objectives for functioning ecosystems, as well as the complexity of ecosystem services – which intersect ecosystem and human welfare functions. Mr. Nechodom called out the integrative approach created by resource and conservation districts (RCDs), where effective approaches and partners are sought across the system. He noted that Japan’s population density is equivalent to the entire US population living in the state of California – and that current conservation challenges do not exceed historical





precedence. Categories of key drivers that will affect conservation efforts include: energy development, transportation, water, and food, fiber and fuel. The working landscape can no longer be viewed as the next equivalent of wilderness protection. Land use represents a critical component of conservation planning, where the state must better complement local interests. Mr. Nechodom observed that the EGPR presents an exciting opportunity in this area.

Jim Kenna touched on several of the threads provided by the panel, noting that scales of integration should be considered with an emphasis on choices rather than stovepipes. The end goal must be carefully thought through and clarified for all, which requires an attitude of humility to come to the table with so many perspectives. Collaborative approaches will ultimately involve balancing multiple interests at multiple scales.

Questions, Comments

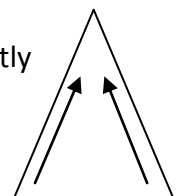


The panel members were asked to describe what they envisioned for the **future work** of the CBC to advance better alignment and collaboration.

- Bernie Gyant suggested that the ensuing two days of conversation would greatly influence the possibilities for the workshop outcomes. He commented that we often think we have answers when we don't – the answers change as we learn more – and he deferred his response until Day 2.
- Mark Nechodom responded that agencies' full-time equivalent (FTE) positions and budgets are the key indicators of where state resources are allocated. Integration is often viewed as an opportunity for encroachment. At the start of a new initiative, it's important to say, "I don't want your job, I don't want your budget, and here's what we need to do." Mr. Nechodom would like to see DOC encouraged to work with DFG and the Department of Water Resources (DWR) on watershed programs.
- Jim Kenna remarked that setting the course for the future can benefit from very pragmatic pieces. In the 1990s, there were BLM and USFS staff thought it might be possible to blend jurisdictions and offices. (This concept informs the "service first" authority in the BLM.) The initial ideas were too expansive and needed to be pared down to well-defined and specific requests. An initial step was to develop a joint firewood permit, which allowed people to think about the proposal in general terms. The goal now must look at shorter timeframes and at "game-changer" types of actions that make sense to everyone. This is the time to move ahead with that approach.

Another inquiry asked how **bottom-up approaches** can be used to promote integration. This generates ownership by lower-level staff who are involved in implementation. Public and private interests need to be involved – locals and agencies are often not on the same page.

- The importance of RCDs was identified as a pivotal partner in engaging locals and providing symmetry in defining the problems. If problems are not correctly identified, then good answers won't fix the situation. Planning needs to be intentional in moving towards specific outcomes.



- Agencies were encouraged to change the way that business is done. The workshop itself is scheduled during normal business hours, and many are participating as part of their jobs. Other voices are missing from this conversation. The dialog needs to continue and bring in those perspectives. What structure or format will do that? It's easy to go back to daily responsibilities. The challenge is to step into a leadership role and move forward.
- Successful planning, and the ability to anticipate problems down the road, requires involving the right people, in the right ways, to have support at every level. The aspect of "how" we promote integration is essential.

Features of Successful Alignment

Lisa Beutler invited workshop participants to individually reflect on experiences characterized as collaborative efforts, working across boundaries, integration of activities or alignment of goals. What was it that made these efforts work? Those responses were then shared in small groups of three, with each group then teaming up with two other groups. This format itself modeled an approach for sharing and summarizing information.

Group Reports

After the discussions, each of the eight groups shared their results. Several themes captured the range of responses, listed here.

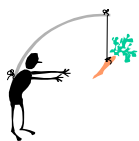


Relationships: develop credibility and trust, informal activities (field trips, barbeques), acknowledge uncertainties, team approach, valuing of diverse perspectives, no one's role is compromised or threatened, willingness to share power, acknowledge the interests and needs of others, identify key "brokers" to other networks, share success

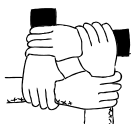


Communication: honest discussions of interests, active listening, enough time to work through emotions before facts, building common understanding, document the effort (e.g. report or summary, collect adequate information to chart process), be responsive and get back to people, share information – both horizontally and vertically

Welcome



Inclusivity: adaptive to local constituency, inclusive, right people in the room, open access to participation, latitude to think creatively and to change your mind, understand that not everyone will agree with everything, focus on agreements – don't get hung up on differences, view the public as a partner



Incentive to participate: some sense of urgency, collective ability to provide benefits that could not be obtained alone, high-yield results for investment, short-term successes, shared benefits and risks, build on what works – don't reinvent the wheel

Commitment to process: strong leadership, adequate resources (sustainable budget, shared responsibilities), initial groundwork, neutral facilitator, implementation capacity considered at the start, honor time, perseverance!

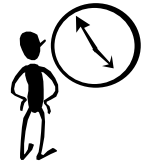


Clarity/transparency: a focus on common issues, well-defined outcomes to get people to the people, good organization and time management, well-set agendas, agreement on process



Fact-finding: Science-informed policy and policy-informed science (science looking at right question), avoid dueling science

Timing: determine length of effort, provide enough time for review and feedback



The dynamics of collaboration

The facilitator asked for descriptions of what happens when things are “working right.” Several participants offered their perspectives and experiences regarding good outcomes:

It's exciting to see non-traditional partners working together on innovative approaches to produce on-the-ground results.

People see you stepping outside the silo and feel empowered. Giving voice to those who are under-represented allows them to stand up and articulate their issues and aspirations.

When members couldn't attend a meeting, others were able to make their points. We carry those perspectives with us and can integrate those ideas into our planning.

Efforts advance the conversation- Plans may not be implemented but ideas are developed and start to change the game.

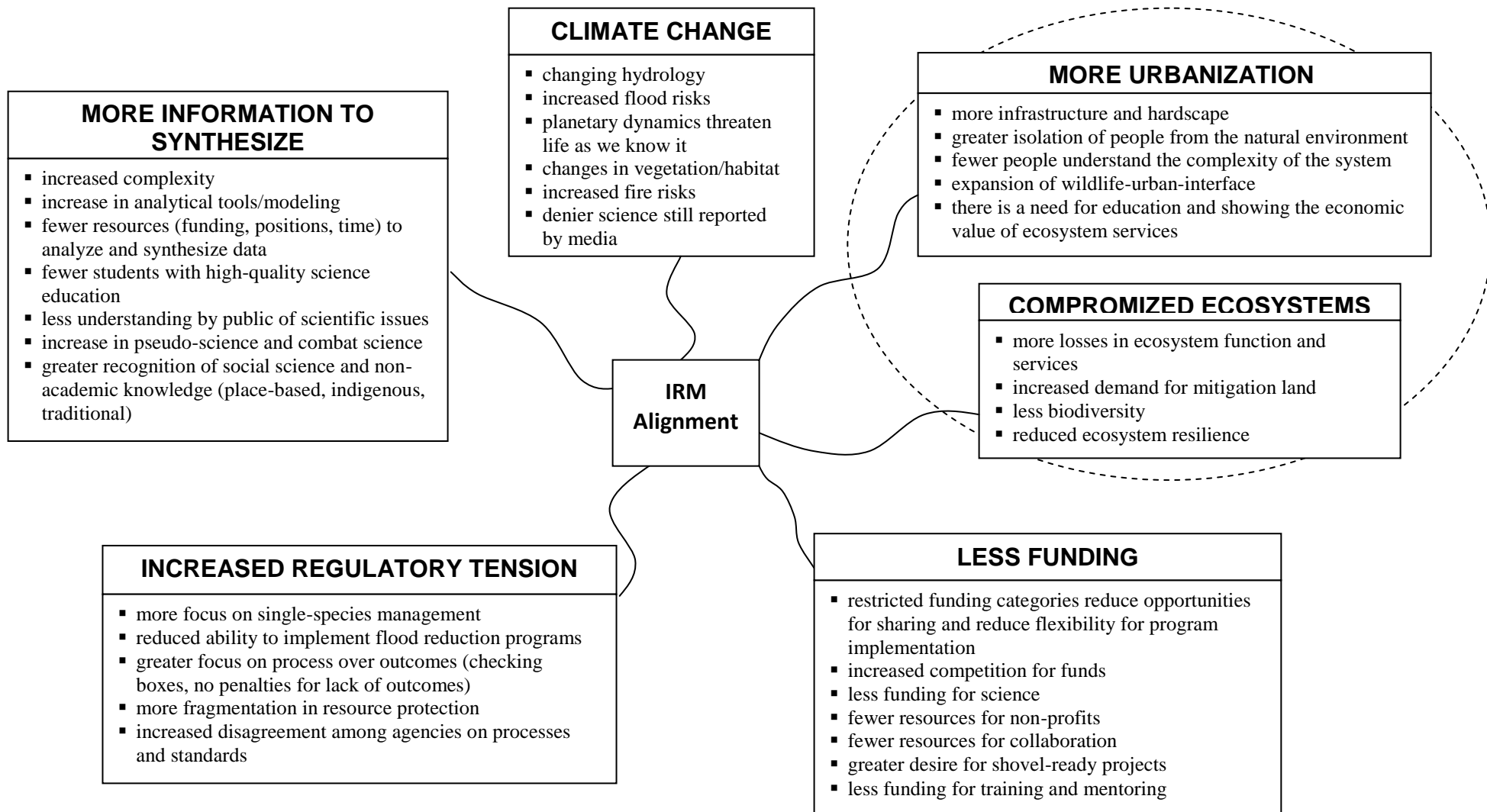
Working together gets projects unstuck, and builds confidence

Partners are invested in solutions – so that when things don't work out, they problem-solve.

Talking and working together sets precedence for the next time.

Trends, Drivers and Forces / Priorities

During the workshop, participants identified critical themes that are influencing resource management. Participants voted on their highest priorities which are summarized here:



Priorities: Current and Preferred Responses

Workshop participants broke into small groups, for table-top discussions on current and preferred responses for each priority area. The group reports are recapped here:

Regulatory Tension



Current Response: Fragmented permitting leads to multiple agencies issuing permits for the same resource/issue with conflicting criteria. Multiple layers and conflicting mandates need to be prioritized. Some good examples exist for permit coordination, such as the Bay area Joint Aquatic Resources Permit Application.

Preferred Response:

- Outcome-based regulations, that allow implementers to identify approaches for how to comply, could provide flexibility while including metrics with reasonable monitoring.
- A collaborate regulatory process across agencies, with an eye towards alignment and regional scales, would help address regulatory coordination and relief while addressing redundancies.
- Regional approaches should allow for adaptive management and should improve outreach to regulated and local stakeholders.
- A performance review of the CEQA process should be conducted with stakeholder involvement, including local interests.

Simp!ify

Funding

Current Response: Funding sources often prescribe how funds need to be spent. Fee and grant funding constraints represent a lack of public trust.

Preferred Response:

- Improve understanding about programs, outcomes and how money is spent.
- Create an ombudsman for permits and grant programs – have public perspectives engaged in the process. Use consolidated funding mechanisms where only one application is needed.
- Leverage current funding through efficiencies such as cross-trainings with other agencies, the purchase of data and sharing agency expertise. Allow some flexibility in lending out expertise and streamline processes for sharing.
- To maximize resources, leadership is needed to connect grant processes with mitigation plans and funding.
- Look at options such as the timber harvest regulations which impose a 1% tax on retail products for conducting timber harvest reviews.

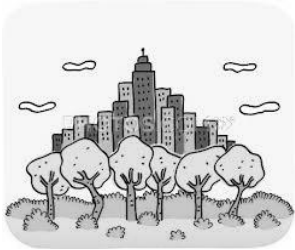


Urbanization and Ecosystem Health

Current Response: Conservation education, joint venture and incentive programs – all of which should be expanded.

Preferred Response:

- Conservation education on achieving the triple bottom line and changing behavior; understand tradeoffs associated with the triple-bottom line; more (and pragmatic) incentives for private landowners.
- More efforts to connect young people with planning processes and nature.
- Collaborate with land use planners to reach common goals.
- Do a better job of integrating large-scale conservation programs, from the state to local level, with mandates from directors for this type of interaction; reach out to local jurisdictions and explain the benefits of collaboration on regional conservation priorities.
- More generally, focus on outcomes.



Climate Change

Current Response: Increased forecast ability. Filtered perceptions, based on belief systems (e.g. climate variability v. climate change), are compounded by the conflation of climate and weather.

Preferred Response:

- Move the dialog towards discussion of extreme events. Explain that variability can increase as well.
- Better education and distribution of information to the public, industry and agencies. Provide curriculum for k-12 teachers to distinguish climate and weather.
- Integrate the concepts and meaning of adaptation and mitigation.
- Modify regulation through cross-agency initiatives to promote integration.



Knowledge and Information

Current Response: There is a wealth of information, with more and more coming. The ability to synthesize is challenging and perhaps decreasing. Information that is useful for conservation planning is located in many places. There are efforts towards establishing and inventory (California Technology Program, Data 1, California Climate Commons), each with their own balance and constraints. There is a decline in enrollment in sustainability studies, with implications for the future.

Preferred Response:

- Create an inventory of the inventories and make it widely available. Focus on pilot projects and current conservation planning projects involved with this.
- Create an information working group.
- Work with universities on sustainability programs and curriculum.



Case Study: The California Water Plan

Overview

Kamyar Guivetchi, Manager, DWR Division on Statewide Integrated Water Management, presented an overview of the Water Plan and changes that have occurred since 2000. Updated on a 5-year cycle, the Water Plan creates a strategic framework for water management in California. Critiques of Update 98 led to a revised process for Update 2005. Several new features were introduced, including: a 65-member Public Advisory Committee, an extended review forum, and new sections of the document dedicated to Resource Management Strategies (RMSs) and Regional Reports.

The Update 2005 effort experienced both advances and setbacks. There were challenges and limitations with some of the data that needed to be conveyed to stakeholders. The ensuing discussion on data and technical approaches resulted in the development of the Statewide Water Analysis Network (SWAN) for Update 2009. SWAN serves as the technical advisory group for the Water Plan. While many of the 2005 recommendations received broad support, the very diverse representatives serving on the Public AC had reservations about how some of the policies would sit with their constituencies. The solution was the “AC View,” which summarized and documented the areas of agreement, disagreement, data gaps and uncertainties associated with Update 2005. Participants in the 2005 process encouraged DWR to expand its outreach even further, which generated expanded public engagement venues for Update 2009.

The 2009 process saw the addition of a State Agency Steering Committee, comprised of more than 20 agencies whose responsibilities and authorities address water resources. Water-related planning efforts undertaken by these agencies were referenced in Update 2009 as companion plans. Another significant addition to stakeholder involvement was the creation of the Tribal Communication Committee, which produced a Tribal Communication Plan. This committee also organized the 2009 Tribal Water Summit. Both Tribal workshops and Regional workshops were held throughout the state to hear directly from local stakeholders on local conditions and efforts. The work of SWAN continued. In terms of content, Update 2009 contained significant sections on water quality and flood risk management. A few new RMSs were also added, including one on Forest Management.

Update 2013 process enhancements included: the creation of a Tribal Advisory Committee, expanded State Agency Steering Committee membership, and topic-based caucuses relating to the themes of groundwater, finance, water quality, disadvantaged and environmental justice communities, integrated flood management, water technology and sustainability indicators. Regional outreach efforts now partner with design teams comprised of regional stakeholders, to help plan regional forums on integrated water management. Similarly, content for the Water Plan was broadened and includes information on near-coastal resources, climate change mitigation and adaptation, and greater discussion of groundwater conditions. There are also new RMSs on Outreach and Education, Sediment Management, and Culture and Water.

The Water Plan stakeholder effort synchronizes content and process to support joint fact-finding, and development of collaborative solutions and recommendations, using a consensus-seeking process.



Public Advisory Committee Perspective

Karen Buhr remarked that, from a participant's perspective, the level of in-person attendance and engagement for Water Plan meetings is amazing. She provided a brief overview of RCDs in the state, which number 99, and are comprised of volunteer boards of local land owners. Technically, these entities are special districts dedicated to locally-led conservation. Their powers and authorities are intended to be integrative. While the RCDs do not receive state funding, for contracting and CEQA purposes, they are treated as a state agency. RCDs generally partner, often with multiple partners, in local and larger planning (such as the Water Plan). Participation in collaborative efforts that effective, efficient and worthwhile provide benefits in four areas: clear direction on best options for engaging, gaining perspective on larger trending pieces, ability to provide meaningful input in early drafts, and ability to share viewpoints with multiple entities. While initially the Water Plan process seemed daunting, it allowed RCDs to be more effective and connect with other agencies on shared interests.

State Agency Steering Committee Perspective

Chris Keithley shared that CalFire's forest assessment report has benefited from the agency's participation with the Water Plan, which helps frame issues that also need to be addressed for forestry issues. It helps to understand how we might approach those issues. Some of the results include improvement in data-sharing, which then fed into the assessment report. The sharing of analytical tools led to looking at scenarios and how the WEAP model might apply to forest management. Other outcomes included a description of how forestry can provide benefits to water management, and pilot projects looking at valuing ecosystem services – which can inform compensation to landowners whose properties maintain those services. The Water Plan provides a forum to meet with other staff on water issues; Tribal outreach has benefitted as well. Mr. Keithley noted that additional work is needed on establishing priorities across agencies, especially in identifying priorities for upper watershed areas and critical watershed restoration. The USFS, DFG and CalFire are working together on how to establish priorities for ecological units, which would inform a more collaborative approach to conducting assessments.

Resource Management Strategy Involvement

Barry Hill, USFS, spoke about the role of that agency becoming involved with Update 2009 and the benefits that resulted. In 2007 and 2008, the Forest Service talked to the Water Plan to try and accelerate the rate of meadow restoration. In looking at advancing the cause of meadow restoration, for water benefits, the USFS received a grant from USFWS foundation and a suggestion to get involved with the Water Plan. An ad hoc group formed, offering a process to vet ideas and get buy-in. The result was a new Resource Management Strategy on forest management. All the forest management issues are controversial – it's very helpful to point to this document, say we don't have all the answers and show the current information that has been through a stakeholder process. The collaboration itself, and getting the message out to a wider audience, are great benefits.

Questions, Comments



There was an inquiry about the **response of staff**, since the internal tension and anxiety can be greater for staff than for stakeholders. It was noted that some staff felt it was intrusive to have stakeholders question their expertise. There were some heated internal meetings – staff members were concerned that expectations would not be met and that they would be blamed. Staff ended up hearing a lot of positive feedback on a good process that created valuable document



When asked about the **costs** to do the extra work, there was a caution offered about looking at costs and benefits. A collaborative approach can bring in quite a bit of free expertise and assistance. Also, it's hard to calculate avoided costs associated with litigation and delays. That said, supporting multiple advisory committees and statewide outreach and engagement is costing about \$500,000 a year for the facilitation process and meetings. It's actually a great investment for moving forward.



A workshop participant asked about **controversies regarding meadow restoration**. The reply was that some water rights holders and irrigators feel that meadow restoration reduces downstream flows. While there are some estimates about how much water could be provided through meadow restoration, a study is being funded by the National Fish and Wildlife Foundation and DWR to provide information about the effects of meadow restoration on water flow.



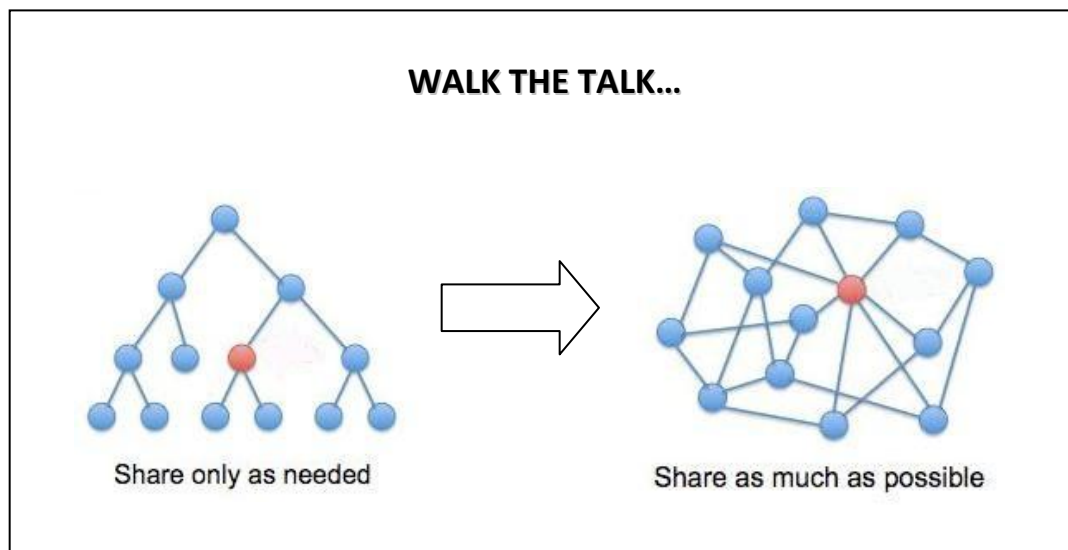
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A comment raised the issue of **soil loss** in California, asking what could be done by CBC to stabilize soil and prevent additional losses – which also affect the spread of invasive species. Overall, agencies are working on establishing priorities. CalFire conducted an analysis on post-fire erosion. This information could be factored in with other erosion aspects to help identify high-priority areas for conservation. Also, the Water Plan will have a new Resource Management Strategy (RMS) on Sediment Management. Developed with a focused community of experts, the RMS looks at the many aspects of sediment throughout the watershed.

Workshop Proceedings – Day 2

The morning began with a brief recap of the previous day's work. Given the ideas that were generated, the facilitator observed that the preferred approaches are pretty well known. The morning of Day 1 included a discussion of trends affecting conservation planning. Additional attention was given to the current and preferred responses for five trends prioritized for additional attention. The afternoon of Day 1 concluded with a presentation on the Water Plan as a case study, with perspectives offered by participants representing federal, state and local interests.

Day 2 would feature overviews and in-depth discussion on four large-scale planning efforts. The agenda then moved into discussions regarding governance approaches and operating rules. The workshop concluded with a focus on increasing capacity and a description of next steps.



Alignment Applied: Presentations

Overviews were provided on four large-scale planning efforts with opportunities for increased collaboration, alignment and integration:


- State Wildlife Action Plan (SWAP), DFG, presented by Armand Gonzalez
- National Forest Planning, USFS, presented by Joe Stringer and Deb Whitall
- Forest and Range Assessment Program (FRAP), CalFire, presented by Chris Keithley
- Conservation Strategy for the Central Valley Flood Protection Plan (CVFPP), DWR, presented by Marc Hoshovsky

The workshop workbook contained additional details on each planning initiative.


Alignment Applied: Discussions

After listening to the presentations, workshop participants selected one of the efforts they could potentially align with or otherwise support. The resulting four breakout sessions generated suggestions for the respective efforts in the areas of: opportunities for integration and alignment, data sharing, performance measures, priorities, and strategies for overcoming barriers to integration. Each group reported on the results of their conversations, as summarized here.


National Forest Planning




Integration opportunities: Many opportunities exist for aligning stakeholder outreach activities. The USFS bio-regional assessment features 15 focus areas, representing cross-cutting issues. A master calendar/inventory of planning activities would significantly improve coordination on stakeholder outreach. This would include information on who is working with what type of stakeholder. The OPR Book of Lists compiles contacts and information relating to General Plan activities. The RCD Forestry Committee represents a partnering opportunity where committee members could send out information to stakeholders, explaining the importance of participating in various efforts. Focus areas are needed to structure outreach and topics need to be conveyed at the right scale (e.g. local, topic-based, bio-regional, cross-cutting).



Data sharing: Develop a clearinghouse with details on planning efforts. Data fields include: region, objectives, links, contacts, participation opportunities, timeline, meeting schedule, and agenda. The format needs to allow others to make database entries. This should encompass federal, state, regional and local planning efforts, including special districts. Include the ability to query an interactive map that links to a database, using Webviewer. Get the word out about mega-sites to stakeholder groups, using recognized messengers/filters. It was also suggested that a data coordination working group be established. Each plan should include benchmarks that can fold into other plans.



Priorities: Develop a master calendar on planning efforts (short-term) and a clearinghouse with details on planning efforts (longer-term). Look at opportunities to leverage meetings of other collaborative efforts.



Strategies for overcoming barriers: Conduct listening sessions and set standing dates for focus groups to get updates. Target professional stakeholders and pull in non-professional stakeholders: look at options for online participation; provide user-friendly explanations and background regarding complex documents; and consider information at State Fair on priorities for community, planning, and forests; look at options for reaching minorities and youth (e.g. Rotary and community events). Collaborate with other processes: Sierra Cascades Dialog (key sticking points, science synthesis, report), Strategic Growth Council's healthy communities (how they see their futures, building into community planning processes), and California Department of Public Health (pilot projects in Bay area, good diversity of stakeholders at local levels).

Forest and Rangeland Assessment Program



Integration opportunities include sponsoring staff from other agencies to promote cross-integration. The USFS bio-regional assessment seems like a natural fit for coordination, with many areas of overlap. Likewise, the USFS Ecosystem Management Decision Support risk assessment system addresses wildland fire elements. Another partnering opportunity exists with the Sierra Nevada Conservancy's pilot program in Mokelumne, which looks at a broad range of benefits provided by upland areas for downstream uses. This information can roll into the statewide assessment. The topic of ecosystem services and benefits is contentious for many people. Methodologies and approaches need to be determined for pulling the information together and identifying data gaps.



Data sharing: The sharing of vegetation and habitat data is well-suited for collaboration with DFG, especially in the Bay area. Other resources that can be leveraged include the Rangeland Coalition area map, Nature Conservancy rangeland conversion map, California Native Plant Society native vegetation mapping and the California Environmental Data Exchange Network. There are collaboration opportunities for developing data on non-traditional fire parameters and impacts (e.g. beyond total acreage) such as emissions (where CalFire is partnering with the Air Resources Board), downstream impacts, flooding potential, type conversion, etc.



Performance metrics: Draw on the work of existing indicators including the Montreal Protocol, Wildlife Conservation Board, Department of Conservation, Water Plan water sustainability, and DFG wildlife sustainability. The measures should look at the rate of change. Other audiences might be interested in a report card format.



Priorities: The assessment report includes data-driven priorities for each theme. High resource assets with a high risk factor are flagged as priorities. A values component is tied to what defines an asset. GIS overlays, of public and private lands, are being developed to focus on small-scale forest parcels. Private forest managers may have the greatest need for assistance. There are also opportunities to identify areas where fire may need to be introduced on a regular basis.

Conservation Plan for CVFPP

CENTRAL VALLEY
FLOOD MANAGEMENT
PLANNING PROGRAM



Integration opportunities: Currently, an inter-agency advisory group is providing advice on understanding broader interests. There are also opportunities to coordinate with the public engagement venues of other efforts. Additional attention could be given to integrating upstream flooding and Delta planning into CVFPP priorities. Permitting considerations might include possibilities for: covering multiple projects, looking at liability for privately-owned levees, and agreement on advance mitigation efforts.



Data sharing: Data collection and management activities include: identifying protocols for customizing metrics, conducting gap analyses where needed, and determining a process to classify data geographically. Data collection will take the approach used by the Water Plan.



Performance metrics: Performance measures are needed to evaluate integration with other planning efforts (e.g. effective coordination of stakeholder engagement, contributions to other plans). How will metrics “move the dial?” Look at indicators from other collaboratives.



Priorities: Comprehensive approaches to permitting and regional consultation are a high priority for this effort. Specific strategies will seek to actively engage Tribes, Delta planning efforts, agricultural interests and those landowners directly affected by projects. Identifying short-term successes is another priority.



Strategies for overcoming barriers: Stop fragmentation! A technical inter-agency advisory team will provide guidance, while increasing the level of understanding regarding other programs. Contacts with local landowners must be established to create a venue for conversations.

State Wildlife Action Plan



Integration opportunities: Various planning efforts can coordinate on key elements such as shared goals and objectives, performance measurements and desired outcomes. Existing plans must be mined to create a baseline of information that can be evaluated for gaps. One challenging aspect is integrating coastal and ocean components. The reality of different planning timelines must be taken into account when considering metrics and coordination. Agencies should be encouraged to develop guiding principles and approaches for integration with other plans. Extra discussion is needed on how recovery plans can be rolled into larger collaborative planning efforts.



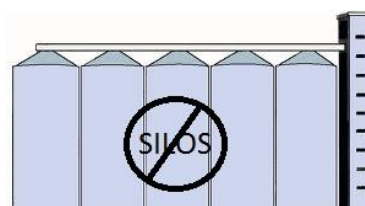
Data sharing: A working group is needed on data and data platforms to promote true data sharing. Think about who can use the data, as well as who has the data. Data resources must be designed with end users in mind, so that those who are working on-the-ground (e.g. public works directors) have convenient access to the information they need. Connectivity plans can support this goal. Another working group should focus on how to integrate and develop the SWAP. Strategies might include agency staff participating in various local and regional efforts. For example, look at how transportation and land use plans effect wildlife.



Performance metrics: Performance should be measured in terms of change. How well is the plan coordinating and interacting with others? How does integration improve conditions for indicator species?



Strategies for overcoming barriers: Staffing issues and different data platforms must be addressed.





Governance: Self-organizing systems and operating rules

In her book, *Leadership and the New Science*, Meg Wheatley popularized the idea of organizations using simple self-organizing principles to coordinate work outside of traditional structures and hierarchical management approaches. Workshop participants brainstormed potential rules for alignment efforts, understanding that agencies remain autonomous while taking voluntary actions – and that no new organizational layers will support alignment. Groups were encouraged to think of principles in terms of “I/we will...”

The following threads surfaced from the range of responses:

- delegate authority to engage in collaborative efforts with other agencies
- share and leverage resources – invest in an effort at all levels as needed
- act as a communication liaison to share information
- establish personal networks with counterparts in other agencies, encourage cross-training, look at cost-saving opportunities
- consider the big picture: scope, scale, trends, relationship of various efforts
- identify metrics of success, focus on positive outcomes and long-term vision
- be open, honest, humble; listen to others; encourage a team perspective
- foster inclusivity, learn from others, promote equity and trust
- include a section on integration and alignment in all strategic plans

Formal or Informal Approaches

Workshop participants contemplated the advantages and disadvantages associated with formal and informal operating principles, summarized in the following table:

	Formal	Informal
Advantages	MOAs: clarify operating rules, allow transfer of fund and resources between parties, report back on progress in meeting objectives Sets tone and direction, provides reference for new staff, helps with organizational change, provides continuity/accountability Documents effort over time	Greater flexibility Helpful for small-scope efforts More opportunistic Good for ad-hoc, short-term efforts
Drawbacks	Charters may not align with desired activities, may become irrelevant to original intent Time intensive	Inadequate structure to manage funds needed to sustain long-term efforts

The conversation also produced some general guidelines:

- Revisit/evaluate the approach at some time.
- There are different levels of interest in collaboration among staff members – some like more structure, others prefer more latitude.
- The level of formality depends on the task at hand, weightiness of issues, and size and scope of effort.

Two potential options were suggested for an “in-between” approach:

- Develop a formal framework with flexible implementation.
- Base the work on a statement of principles rather than an MOU – principles are scaleable, rules are not.

Creating capacity



Workshop attendees formed groups according to organizational type: non-governmental organizations (NGOs), federal agencies, RCDs, and state agencies. Each group was tasked with identifying actions that they, as individuals, could personally take to further integration, collaboration and alignments. Specifically, what current activities should be increased/reduced?

Respondents encountered difficulty in finding actions that they would let go of. Most groups listed a variety of new efforts to focus on. Another challenge was the tendency to develop recommendations that others should undertake. Lisa Beutler remarked that change involves doing things differently – replacing old approaches with new ones. The challenge with only adding new activities is that, eventually... something has to give.

NGOs



The NGO representatives encouraged less litigation within their networks and less friction over turf issues. Several activities were flagged for more attention: coordinating with UC Extension to provide facilitation training for middle managers, working within organizations to promote collaboration, and greater participation in CVFPP work groups. More attention should also be given to enhancing agency awareness and appreciation of NGO contributions. To accomplish this, NGOs could work together to create workshops, monographs and/or inventories of what they have to offer and the types of work they do. Similarly, within their networks, NGOs should increase the awareness of successful state and federal collaborative efforts.

Federal Agencies



Group members targeted several activities for “doing less of.” They mentioned less reliance on the hammer (or regulations), less time spent working in isolation to recreate the wheel, and to stop thinking in terms of “our” collaborative processes (and to share them with others). Federal agency representatives sought to: increase introspection on how behavior impedes or encourages integration, turn to independent action and creativity for innovation, and inspire and foster collaboration through agency missions, projects and programs.

RCDs



The RCD members discussed a number of approaches where action could be taken. The California Associate of RCDs made a commitment to expedite partnering by assisting agencies in connecting with the right RCD(s). The group is also looking at options to inform legislators about the need for alignment and coordination, and options for action to achieve that end.

State Agencies



The state agency group identified several “stop” activities, including a stop to scheduling meetings without seeing if there are conflicts with other, related meetings. Two other suggestions addressed mind-set: to stop saying it’s more work to collaborate than to do it alone, and to stop trash-talking other agencies. Instead, try to understand why and where other agencies are coming from – and to talk about real issues and try to work them out. A wide range of “do more” actions were identified from increasing financial support to the CBC, to training sessions on communication and collaboration, and a step-by-step handbook on how to achieve biodiversity. Several deliverables were suggested: a planning clearinghouse (data and master calendar), a set of fundamental principles for alignment (for state agency adoption), and a matrix showing where regulatory processes align, clash or leave gaps.

Next Steps



In closing, Mike Chapel explained that a small working group will be convened to synthesize thoughts on moving forward. Agencies might also look at proceeding independently to implement some items. Follow-up to the workshop will include an online survey to collect input on measures of success, as well as roles for the CBC in several areas (developing a statement of principles, reaching out to Strategic Growth Council leaders on potential areas of collaboration, considering academic and NGO involvement in the CBC, and the role for policy-level initiatives). There was also a suggestion to invite the Institute for Local Government to present on the relevance of the Ahwahnee principles for integration and collaboration.

CBC Workshop Participants

First Name	Last Name	Affiliation
Pelayo	Alvarez	Defenders of Wildlife / California Rangeland Conservation Coalition
Julie	Alvis	California Natural Resources Agency
Shakoora	Azimi-Gaylon	California Delta Conservancy
Amy	Bailey	CA Department of Transportation
Emilio	Balingit	Strategic Growth Council
Rachel	Ballanti Buck	CA Department of Water Resources / California Water Commission
Tina	Bartlett	CA Department of Fish and Game
Alice	Berg	NOAA National Marine Fisheries Service
Lisa	Beutler	Facilitator
Dennis	Bowker	Consensus Process Design
Karen	Buhr	CA Association of Resource Conservation Districts
Scott	Cantrell	CA Department of Fish and Game
Jay	Chamberlin	California State Parks
Mike	Chapel	USFS Contractor / California Biodiversity Council
Karen	Christensen	Resource Conservation District of Santa Cruz County
Wade	Crowfoot	Governor's Office of Planning and Research
Debbie	Davis	Governor's Office of Planning and Research
Heather	Fargo	Strategic Growth Council
Amy	Fesnock	Bureau of Land Management California State Office
Ted	Frink	CA Department of Water Resources
John	Gallo	John Gallo, Conservation Services
Armand	Gonzales	CA Department of Fish and Game
Maureen	Gorsen	Alston and Bird, LLP / Sacramento-Yolo Mosquito and Vector Control District
Dave	Graber	National Park Service
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Barnie	Gyant	US Forest Service
Staci	Heaton	Regional Council of Rural Counties
Rene	Henery	Trout Unlimited / University of Nevada Reno
Russ	Henly	CA Department of Forestry and Fire Protection

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Chris	Keithley	CA Department of Forestry and Fire Protection
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John	Lowrie	CA Department of Conservation
Amber	Mace	UC Davis Policy Institute for Energy, Environment and the Economy
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Lauren	McNees	University of California
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Mark	Nechodom	CA Department of Conservation
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Christine	Nota	US Forest Service
Eric	Oppenheimer	State Water Resources Control Board
Elizabeth	Patterson	CA Department of Water Resources
Jessica	Pearson	Delta Stewardship Council
Peter	Perrine	California Wildlife Conservation Board
Laura	Petro	CA Department of Food and Agriculture
Tom	Pogacnik	Bureau of Land Management
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Joe	Stringer	US Forest Service
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Stacey	Sullivan	Sustainable Conservation
Judie	Talbot	Facilitation Team

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